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ROUTING AND TRANSMITTAL SLIP 6 March 1981

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REMARKS

Here is an original and 1 copy of the transcript of Admiral Turner's reception. I have also given you the tape.

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5041-102

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

☆ U. S. GPO: 1978-0-261-647/3354

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DCI Reception

19 January 1981

John McMahon: You can tell that Jack Anderson was right with the instant obedience that our employees render to requests. It is my pleasure in honoring Director Stansfield Turner to introduce our Deputy Director of Central Intelligence, Frank Carlucci.

Frank Carlucci: Thank you, John. Stan, Pat, first of all let me apologize, Stan, for being a little late tonight. I was busy staffing out those suggestions you gave me on new revisions to our personnel system.

It is my pleasure to kick off the serious part of our program tonight. As I reflected on Stan's four years here and his many accomplishments, I thought that there was little I could add by reciting these accomplishments. Les Dirks did that all pretty well the other day. But it seemed to me the one perspective that I could bring to bear for all of you on this occasion is my insight to Stan Turner, the man, what I saw in my three years as his closest associate as his great strengths. I listed for myself seven principle ones.

First is his absolute conviction of the importance of intelligence. He knows that it counts, but he also knows that we can always improve the quality of the product, and he has striven consistently to improve the quality of the product.

Second is his energy. I have worked for a lot of talented people. But I have never worked for anyone with quite the energy and dedication of Stansfield Turner. When I came in, I said, "Stan, if I am going to be

your Deputy, I want to see all the papers flowing to your office and all the papers coming back." About two weeks into that process I wondered if I had made a terrible error because I would look at some paper and say "Gee, I just can't get to that one," and the next thing I would know it would come out of Stan Turner's office and page 367 would have a marginal note on it addressed to the DDCI. Absolutely incredible energy and dedication, but energy and dedication in the pursuit of excellence. His intellectual capacity and his ability to work are a challenge to all of us.

Third, his emphasis on people. Sure, not everybody was happy with all the personnel changes. But reflect on the philosophy that lay behind those personnel changes. Stan Turner knows that what counts in the intelligence business is good people. Career development, executive development, equity. He wasn't doing this out of capriciousness, he was doing it because he knew that attention to these kinds of things would lead to greater excellence in intelligence.

Fourth, I often admired his ability in dealing with people to take on the hard decisions. I don't know how many times I said to Stan, "Okay, Stan, you have made that decision, it is a tough one, let me communicate it." He said, "No, it is my decision, I am going to look the man in the eye and say, that's my choice." Not too many leaders do that. I was constantly filled with admiration for his willingness to do so.

Fifth, his intellectual integrity, his emphasis on dissent. Those of you in this room may not realize it, but the people among you that he admires and respects the most are the people who stood up to him and said Stan, this is wrong, I disagree. On many occasions he said to me "I'm not sure about John Doe because he has never argued with me." And the imprint that he has put on our intelligence produce is an imprint of encouraging dissent.

Sixth, his moral courage. Those of you here and in the rest of the Agency will never know the number of times that Stan Turner stood up to pressure, quietly, behind the scenes, but firmly in defense of the Agency, and he did it unhesitatingly. No, he didn't talk much about it, but the Agency is much better off today for the kinds of pressure that he resisted.

And finally, my seventh point, is his just plain decency and straightforwardness in dealing with each and every one of us. I never went into Stan Turner's office that he didn't greet me cheerfully, listen to everything I had to say. No, he didn't go along with all of it, but he was unfailingly polite, unfailingly considerate, he was worried about the well being of his subordinates. And I would submit that adding this to the record of achievement, we have a true measure of a leader. Stan, this may be the last official assignment in a long career of distinguished service to the American people. I am not sure, because you may be called back someday. But whether you are in government or out of government, I have no doubt whatsoever that you will continue to worry about the well being of our nation, you will continue to think about national security, you will continue to express yourself, you will demonstrate the courage of your convictions, stand up for what you believe as long as there is an ounce of energy left in you, and that's a lot of energy. I know I speak for everyone in this room and everybody in the Agency when I say it has been a privilege and an honor for us to serve with you. You have rendered a great service to your country, and we thank you for it.

And now, if I may, Harry, may we present this. This is for you, a small gift from the Agency employees.

[Off-mike presentation of gift.]

Frank Carlucci: The first is for when you write your book, and lest Herb Hetu get nervous, this is a book on the Navy not on the CIA. This is for you to put in your den as you write it.

Stan Turner: What is this?

Frank Carlucci: The Agency flag.

Stan and Pat, if I may close this portion on a personal note, it has been just a delight for me to have served with you. Pat, it has been an equal delight for Marcia and me to have been associated with both of you. This is not goodbye, just so-long for a while.

Stan Turner: There is only one thing that could have made that gift any more meaningful to me, because it came from all of you and it will be something I will use and treasure and remember, and that was to have those kind words from one of the men I admire most in our country and our government. I thank you, Frank, for your generosity. The feeling is so mutual, and I am very, very appreciative. Thank you.

John McMahon: Pat and Stan, what we have now is a staccato of presentations from some 12 different offices and directorates in the Agency that feel they would like to present to you, Admiral Turner, something to remember them by. Now, since there are 12, that means we are going to move very rapidly, and I would urge all of you not to blink because you may miss somebody.

Les Dirks, would you please start it off.

Les Dirks: Now this is what is known as a quick-release wrapping. Having demonstrated your expertise at unwrapping, we are not going to make you do that again, just at the moment at least. In fact, I'll even do it for you. There is a tradition in the DDS&T that all senior officers that depart must receive one of these. It's a water color which endeavors to capture certain incidents in your tenure in whatever position you are in, in your case DCI, of course. If you look puzzled please pause and think a moment.

because you will think of each of those as you inspect it carefully, I am sure. You will Stan. It is like a crossword puzzle, but each one of these things relates back to something you have been personally and directly involved with. Now, the problem with this, it's kind of nice and very cleverly done--it is--but I have never seen one hanging up on anybody's wall. I'll endeavor to visit you and to inspect your residence--in a closet somewhere will be alright--the back part of the closet will do, but please, somewhere.

Stan Turner: Thank you.

Les Dirks: Now I've got another thing here. This is a little bit more serious. This is something you can display in a number of different places. It says "Stansfield Turner, Director of Central Intelligence, in recognition of selfless dedication." And, indeed, Frank's words were right-on as far as I am concerned. Energy, dedication--those are key things I will always remember. Now, one more thing, before you smile too broadly here, there is a five-year battery in there. Latest technology.

Stan Turner: Thank you.

John McMahon: Bruce Clarke, Deputy Director, National Foreign Assessment Center.

Bruce Clarke: This will not be the quick-release type, I am afraid. Stan, Pat, we have tried to face this problem in the usual NFAC manner, got a large number of people together, decided we would work it all out in our usual fashion, and so the problem was to come up with the idea of what it was on this occasion we might present you. Having in mind that you plan to write a book on naval strategy, and mindful of the affection you have for the MX program, our first idea was to ask Dave Brandwein's old shop

to put together a scale model of the MX deployment, organized in such a fashion that, anticipating the outcome of your book, it would go to sea and submerge. This ran into a snag because OTS told us it would cost at least \$50, and we went to Maury Lipton for a release from the reserve and he said he was sorry but McMahon had just taken the last penny out of it. We had to put that one aside.

So then we turned to another idea, thinking, Stan Turner, what can you give him that he will appreciate, that he will understand, that will mean something to him. And, you know, the answer came right away. The ultimate matrix. Who better than Stan Turner would appreciate the ultimate matrix. So, we called in the computer people. We said, look, this is the problem, you have only got two weeks. Get to work on it, come back as soon as you can. We want the ultimate matrix. We were sitting there quietly when they came in crestfallen. They said, Mr. Clarke, we put it into the computer, it came back, and we discovered that Stan Turner is the ultimate matrix. There was another idea shot.

So, as we were sitting there trying to think of what is it we could do, the squawk box rang, you were at the other end of the line, just back from an SCC meeting. You said, Bruce, the Republic is in a hell of a shape. I have just come back from the meeting. Brzezinski is worrying about how he is going to handle the next interview with Sally Quinn. Muskie is worrying about how he is going to handle Brzezinski. Brown is worrying about how he is going to handle Komer, and Davy Jones is worrying about how he is going to handle the Republican National Committee. Do me a paper, I need options. Stan, tonight we want to give you options. May I help hold this while you penetrate to the inner core?

Stan Turner: All right.

Bruce Clarke: This excellent piece of work by OTS, and to them we are indebted, presents the Admiral with options. May I run a few of the more choice ones? Hire more lawyers. Analyze residuals. There are some inside jokes here, folks. Make net assessments. That's the one--that's the one. That's Gene Tighe's favorite option. Destabilize DOD. Unleash Jacque Narr. Use matrix. And, last but not least, relocate Afghanistan. Now, we hope that this will help you with decisionmaking to come, and at this point it is my privilege and pleasure to present Jim Lynch to make a presentation on behalf of the Office of Geographic and Societal Research.

Jim Lynch: Admiral Turner, during your directorship you have left many impressions on many of us. They vary from individual to individual, component to component, directorate to directorate. Many of us in NFAC have been very impressed with your understanding of the map as a vehicle for displaying information as well as analyzing information. My first presentation to you is what I think is a very handsome leather-bound volume of selected maps that this Agency has produced, many of which were produced during your tenure. They are the sheet maps, page-sized sheet maps, of various assorted colors and assorted parts of the world. We would like to give you that.

Now, that's not all. As you know, Admiral Turner, as one that uses page-sized maps exclusively, one tends to get the impression that the world is flat. Now, we know better than that, don't we, Admiral? But at times we do need reminders. We have put together for you what we feel tends to represent a round world. Of course, that is an error, as well. If you

hold this, on close inspection you will also notice other distortions. You will find that Afghanistan is now on the Persian Gulf. So, for all those times that you wished that were the case, we have made it happen. You will find that Afghanistan, Iran, and Iraq are very large countries, at least as large in geographic dimensions as China and India. In our hemisphere, we find that Cuba is the Caribbean, Central America has shoved South America into the deep freeze of the Antarctica. As we move to Africa, we find that Northern Africa is Liberia and Chad, and Ethiopia and Somalia make up most of Southern Africa. Kampuchea is Southeast Asia. Moscow is not where it is supposed to be. We find it hovering over the border of Poland, and as we look around some more, lo and behold, we find Moscow appears another place. Right next to the Afghanistan border. And I guess the last major point, and there are others that you will find as you have time to study that globe, is that Western Europe has virtually disappeared from the globe.

I have one more. Well, in a more serious vein, and again related to your very sincere and definite interest in the mapping profession, we have here the original, hand-drawn, CIA first terrain map of the Soviet Union. This was done in the early 50s, and this is the original hand-drawn version.

Bruce Clarke: Thank you, Jim. The next gentleman from NFAC is Mr. Dick Kerr from the Office of Current Operations.

Dick Kerr: Knowing your involvement and feeling a good deal of the involvement that you had over the past couple years in NFAC publication, we thought it would be appropriate, and this gift comes from OCO and NFAC, but specifically the PDB Staff, to show the span of your interest as it affected us, ranging from the PDB to the 11/3-8. You touched both of those and everything between.

After you are done admiring them, Stan, if you would give them back to the Security people. They are classified, you understand.

John McMahon: Next, Mr. Don Wortman, Deputy Director for Administration.

Don Wortman: Stan, a decade or two ago, there was a ballplayer, first name Stan, called Stan the Man. Remember? Excellent individual. I think tonight, when I think about you and our association for two years, and your association with this institution for four, without being sexist, I think about you as "Stan the Man" because you embodied much of what that implies to people in terms of character and dedication and being a patriot to our country, and so it has been a pleasure and a tribute to work for you, you are a distinguished American. We wish you well. We have here, you don't have to open it right now if you don't want to, we have here from DDA a photographic album capturing many of the significant events of your four years here.

John McMahon: Speaking of distinguished, you all recall that the Director was awarded the Distinguished Intelligence Medal on Friday, and the President, in a very touching ceremony this morning, awarded the Director the National Security Medal. So, Stan, we want to congratulate you for that. It was well deserved. Medals usually come in boxes like this. What I am reminded when I look at this is for the three years that I have known Stan Turner he had a request to find the fat in DDO. And I didn't want him to leave today without having found it. So, Stan, we have a little tribute here of what you might find. Underneath is the lard.

There are two things that Stan Turner certainly did with a vengeance. Much to a great deal of relief as far as we are concerned, he was a willing

traveler, and wherever he traveled he usually left a mark of great repute and a liaison relationship that I am sure will long endure. It can be said that we have never lost a country that Stan Turner ever visited. That is more than we can say of a lot of travelers, Stan.

One thing I remember Stan Turner for was that one of the first documents I ever got back from him back in January 1978 had a red inscribed "bull" written across it. I thought it would be nice if somehow we could merge the "bull" with his travel. We did find that Stan had a certain affinity towards the Shaba area because that was one of the first problems that he became involved in and he was not unfamiliar with the accusations of Senator Frank Church, who referred to us as a rogue elephant. So I thought it would be nice if we could tie the bull elephant to Shaba. And, Stan, I think we were able to do that here.

Stan Turner: Isn't that magnificent? Thank you, John.

John McMahon: If NFAC can take 15 minutes, I think I can take two and a half. The last item that we have is something to remember us by from a great deal of involvement which has occupied a considerable amount of Stan's time while he was here. It reminds me that it has taken a great effort on the part of the Director, an effort that has been very, very, successful. In fact, in speaking of Stan's effort, I am reminded of the very kind words that Frank Carlucci said a little before, and it recalled to my mind that, up to November 4th, I often said that Stan Turner was the greatest Director we ever had. And since November 4th, I say that Stan Turner and George Bush were the greatest Directors we ever had. But, at any rate, Stan, here is another item to remind you of the DDO and your efforts with us.

Stan Turner: Afghanistan. Les Russes a la porte. Thank you, John.

John McMahon: Herb Hetu.

Herb Hetu: One of the lesser known facets of my job, perhaps like yours, is bringing bad news to the boss. I call him in the morning and say, Stan, Bill Safire, Evans and Novak, and Jack Anderson have all stuck it in your ear again this morning.

"Yes, I read them." "Ear?"

"Yes, I said 'ear.'"

"Well, it might have been a little high."

But the people this evening have all given you albums of photographs to remind you of the good times here and things that you will want to remember. In my capacity of bringing you the bad news, I have put together an album of photos that you probably would like to forget. We call it "if we could see ourselves," and when you open it up the first thing you will see--we've blown a couple of these up--says "as others see us." These are some of your favorite photos from the magazines and newspapers, which I know you will love. And then we have some memorable photographs of events in your life, there are about 20 of them in here. We have blown a couple up to give the people an idea of what these were about. We have the added dimension of being able to find out what the people in the photographs were saying.

Here is one at one of your early directional meetings with people like Bill Wells, Jack Blake, and John Waller, Sayre Stevens, Walsh, Breckenridge, a whole bunch of folks. And what John Waller is saying to Jack Blake is "Don't worry, Jack, we will all be here after he's long gone."

And there is a whole bunch of these, but one of my favorites, which I didn't blow up because it was in color, you remember there was a discussion with Admiral Rayburn during your swearing in and he got you aside. We have a picture of that which I know will bring tears to your eyes. Admiral Rayburn is saying "You'll have a great tour, Stan, they love Admirals here at CIA."

There's lots. But my favorite, and your favorite, is Zbig Brzezinski. They are standing together at one of their news conferences. If you could see this, Zbig is saying, "Admiral Turner assures me that CIA had no part in this morning's coup." So enjoy.

John McMahon: Deputy Director for Collection Tasking, Zeke Zellmer.

Zeke Zellmer: By the color of the package and the size you can tell it is difficult for a small staff to compete with the mighty ambitions of the directorates. But at the risk of that problem, I would like to comment a couple minutes on the hallmarks, as we see it, of Admiral Turner. I hasten to add that hallmarks, in this sense, has a little lighter touch than the seven principles we talked about earlier. Some of them, however, do overlap.

Inquisitive, probing. If you don't believe it, you never sent a paper in that came back with all that red ink. But in the beginning it was more than red ink. It was purple, it was green, it was brown, as the mafia made their notes to Stan. It was a good job to crack that code as to who was doing what to your paper before it got to the boss.

Analytic mind. If you don't believe that, just ask any analyst who tried to brief him on any subject. If that still doesn't convince you, take a look at a paper that was mentioned earlier, NIE 11/3-8. The first time the Director has written his own conclusions to an Estimate.

Energetic. Countless hours, countless meetings, unaffordable travel.

Incisive. Sometimes we even got a decision before we asked.

Voracious reader. Checked on that recently and did a little calculation. He averaged three briefcases full per day, one during the day and two at night. That is five inches of paper of various sizes. Let's assume it is only 8 1/2 by 11. That means there are some 2,095,750 feet of paper put end to end over the four years that Stan has been with us. If you would rather, we can convert it to nautical miles, and that is 345.

Where now? After all, an analyst, and I have always been an analyst with a few excursions along the way, it seems like we ought to make some sort of prognosis at this point. Maybe the field of education. Certainly there's experience there. Naval War College. He revised the curriculum there, and I have it rumored that he wrote the final exam--the first ever. If you don't believe that, come closer to home. There is the Senior Officer Course. It seems to me that is a definite possibility for the future.

Some corporate board. Probably an excellent choice. He could use that red pen and fine-line all those federal regulations that affect that corporation.

What about marketing skills? He certainly has outstanding knowledge of Soviet industrial capabilities and practice, especially oil and grain, and ought to be in a strong competition mode there. That's a good possibility.

Naval strategy. Well, we talked about that analytic mind and long exposure to things naval as practiced. There is time for a change. Suggest he start by taking out Mahon and using the red pen. It is a likely field, but the pay is low and it isn't much noticed. But a good possibility.

How about football coach? I think every quarterback would oppose his tendency to send in every play via the flankers. And how about being graded

on those check-offs at the line? I don't think that is very likely. Too many owners, general managers, Monday-morning quarterbacks. Stay away from that field. Lastly, I speculated, how about retired, retired. And the only comment there is "never." Couldn't imagine that.

We hope, however, as you choose these paths ahead you remember us here behind, and in particular because you were the forum and midwife from which the Collection Tasking Staff and Resource Management Staff came into being, we would like you to have that little cartoon to remember that inception. For those of you who can't see, including when it is not unwrapped, the theme goes back to Solomon. You remember there was a period when Solomon was being tried. There were two women and one child, and they were both claiming that child. His approach was "let me cut it in half." One woman screamed, "no, no, give her the baby," and the other said "yes." He knew who the mother was. In this case, we have got Solomon Turner, the baby was IC Staff, Dan Murphy was somewhere visible there, and the sword is poised and it goes down. Stan acted. On the other side the twins, somewhat unnatural twins, juggling the budget, and the requirements, and there we are, the CT Staff. We wish you the best for the future and thank you for four years.

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No loom to weave it into fabric. The creation of that loom was, I believe, your concern for all of this time. We hope that this will remind you of what you have accomplished, what you have tried to accomplish, and of our best wishes for you.

John McMahon: The Director of Security, [REDACTED]

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[REDACTED] Admiral Turner, on behalf of the Office of Security, CIA, and on behalf of Security directorates throughout the Community, let me say

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that there has been no Director that has been as supportive of the total Security program of the Community as you have. Your support has been unstinting and during your stewardship some of the most difficult cases that we have ever had in the intelligence business have been ours to cope with. The Boyce-Lee case and the William Kampiles case to name two. In response to these you caused the Security Community the greatest degree of challenge, introspection, and threatening that we could ever recall. But it was important to us that we rally to new programming, to new initiatives. I think as a result of your efforts we are stronger today in Security, by far, than we ever have been before. To mark this, I would like to present to you a plaque which features the official shield of the Office of Security, Security Officer, and identifies you, Admiral Stansfield Turner, Honorary Security Officer.

John McMahon: I'll use his abbreviated term, the Director of Personnel, Harry Fitzwater.

Harry Fitzwater: Stan, Pat, it's been interesting. Everything that Frank Carlucci said about the personnel management I believe also. I think he expressed it very well. On behalf of the Agency, I would like to present you this medallion. We are presenting it from the Office of Personnel Policy, Planning, Picking, Plucking, Pruning, Procrastination, and Management. The one thing you gave to us was a long title. We have here a medallion inscribed to Stansfield Turner, Director of Central Intelligence 1977-1981. For some of you, who will understand, I hope you will excuse the pun, this baby has been around.

Stan Turner: I want to interrupt at this point and tell you a very brief story because yesterday in the midst of the hostage negotiations I was in the White House and, seeing a potential moment of opportunity, I took with me a medallion identical to this inscribed to Jimmy Carter in appreciation of the Central Intelligence Agency. I gave it to the President yesterday when we

were alone and had a visit. A couple hours later people coming out of his office were telling me the President is just telling everybody about this medallion and how much he likes it. The story Harry told me and which I told the President and probably hasn't a shred of truth is that the silver in this came out of photographic plates that had been in satellites and brought back to earth. I was pleased at the President liking it so much but wondered if people were exaggerating.

This morning I went to the Oval Office with Pat, and after our ceremony we had pictures taken with the President. We left and were almost out of the White House when the Appointment Secretary caught me on the steps and said the President wants you both to come back. We went back, and here he was with this same medallion of his. He said "I want to get your picture giving that to me." With that, he gave me the words that I wanted to pass on to you, and that is that he really did appreciate the work of this Agency and the quality of our product to his four years and asked me specifically tonight at this gathering to say to my folks, as he put it, his appreciation, his respect for you.

McMahon: Stan, this has been your night. I think Frank Carlucci has certainly summed up and expressed for all of us the tremendous admiration and respect that we have for you, for your integrity, and also your willingness to be a strong advocate for the Agency in counsels of government outside of Langley. You have certainly kept the banner of the Agency very high, and we have never lost a yard. Thank you for that.

You also realize that in back of every great man is a great woman. Pat, we want to honor you tonight as well. You have made us feel like an old-time friend whenever we saw you. You have opened your home to us, and wherever we met you, you were right at ease. Thank you for the interest you have shown

in the Agency, certainly in us and in our spouses. We thank you for that and we have a slight memento for you for that occasion.

Stan Turner: Some of these gifts are humorous and will always remind us of the fact that these four years with you were fun. They couldn't help but be fun when you are working with people of your quality and your culture. Some of these gifts are serious and lovely and will always remind us that we did serious things together. You couldn't help but have serious accomplishments when working with people of your intellect and dedication. Pat and I are immensely grateful to you for the privilege of being with you, for the friendship you showed to us, for the support that you gave to me. Whether you agreed or not, when we made our decisions you came along. We are going to watch with great pride as you go on to more and better accomplishments under Bill Casey in the years ahead. We will be there cheering for you, praying for you, loving you.

Thank you.